



**United States Government Accountability Office  
Washington, DC 20548**

April 15, 2010

The Honorable Daniel Inouye  
Chairman  
The Honorable Thad Cochran  
Ranking Member  
Subcommittee on Defense  
Committee on Appropriations  
United States Senate

**Subject: *Defense Management: Observations on Department of Defense and Military Service Fiscal Year 2011 Requirements for Corrosion Prevention and Control***

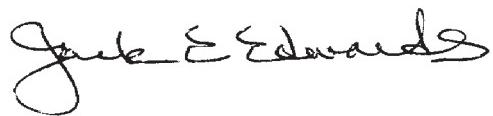
This report formally transmits the attached briefing (see enc. I) in response to the Senate Appropriations Committee Report accompanying the Department of Defense Appropriations Bill for fiscal year 2010 (S. Rep. No. 111-74, pp. 155-156). The Committee Report requires the Government Accountability Office to provide information on the differences between Department of Defense and Military Service requirements for corrosion prevention and control projects for fiscal year 2011 and provide the results to the Senate Appropriations Committee within 60 days after submission of the Department of Defense budget. On April 2, 2010, we provided the briefing to your Committee's staff to satisfy the direction to provide information and the 60-day reporting requirement. As the Committee Report also requires, we will provide a report later in the year on selected corrosion control projects. The Related GAO Products section at the end of this report lists additional GAO publications on this issue.

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contributors to this report were Ann Borseth, Assistant Director; Janine Cantin; and Foster Kerrison.

A handwritten signature in black ink that reads "Jack E. Edwards". The signature is fluid and cursive, with "Jack" on the first line and "E. Edwards" on the second line.

Jack E. Edwards  
Director, Defense Capabilities and Management

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# **Observations on DOD and Service Fiscal Year 2011 Requirements for Corrosion Prevention and Control**

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**Briefing for the Senate Appropriations Committee  
Subcommittee on Defense  
April 2, 2010**

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## Background

- Corrosion can have negative effects on military equipment and infrastructure in terms of cost, readiness, and safety.
  - The Department of Defense (DOD), in its July 2009 report, *DOD Annual Cost of Corrosion*, estimated that corrosion costs the military Services over \$22 billion a year.
  - GAO has previously reported that corrosion negatively affects military readiness by taking critical systems out of action, and has also impacted safety resulting in fatal accidents due to the degradation of equipment.<sup>1</sup>
  - Corrosion affects all military assets and is defined as the unintended destruction or deterioration of a material due to interaction with the environment. It includes such varied forms as rusting; pitting; galvanic reaction; calcium or other mineral buildup; degradation due to ultraviolet light exposure; and mold, mildew, or other organic decay.

<sup>1</sup>GAO, *Defense Management: High-Level Leadership Commitment and Actions Are Needed to Address Corrosion Issues*, GAO-07-618 (Washington, D.C.: Apr. 30, 2007).

## Background (cont.)

- Congress, concerned with the high cost of corrosion and its negative effects, enacted legislation that created an Office of Corrosion Policy and Oversight within the Office of the Under Secretary of Defense for Acquisition, Technology, and Logistics (OUSD(AT&L)), responsible for the prevention and mitigation of corrosion of military equipment and infrastructure.<sup>2</sup>
- According to Corrosion Office officials, to target funding toward corrosion prevention and control (CPC), DOD established, in fiscal year (FY) 2006,
  - a separate funding CPC program element for Research, Development, Test & Evaluation, and
  - a separate corrosion line item within an existing program element for Operation & Maintenance funds.
- Since FY06, the CPC program element and line item have been managed by the Corrosion Policy and Oversight Office (Corrosion Office) within OUSD(AT&L).

<sup>2</sup>10 USC § 2228.

## Background (cont.)

- DOD's CPC funding goes towards projects proposed by the Services and other DOD-wide activities that are aimed at preventing and mitigating corrosion. The Services contribute complementary funding for each approved project.
  - Projects are specific corrosion prevention and mitigation efforts with the objective of developing and testing new technologies.
  - Activities encompass efforts, such as training and cost studies, to enhance and institutionalize corrosion prevention and mitigation efforts within the department.
- Beginning with DOD's budget for FY09, legislation<sup>3</sup> has required the Secretary of Defense to annually submit, with defense budget materials, a supplemental corrosion funding report that includes
  - funding requirements for DOD's long-term CPC strategy,
  - estimated return on investment (ROI) from implementing this strategy,
  - funds requested compared to funding requirements, and
  - an explanation if requirements are not fully funded.

<sup>3</sup>10 U.S.C. § 2228(e), added by the National Defense Authorization Act for Fiscal Year 2008, Pub. L. No. 110-181, § 371(d) (2008).

## Engagement Objectives

- In response to direction from the Senate Appropriations Committee Report<sup>4</sup> accompanying the FY10 Defense Appropriations bill, GAO analyzed DOD and Service CPC requirements.
- Our objectives were to:
  1. identify DOD's process for developing its CPC budget submission.
  2. determine the extent to which DOD's FY11 budget request for CPC met the Services' total estimated requirements.
  3. calculate the potential cost avoidance for DOD's estimated funded and unfunded CPC requirements.

<sup>4</sup> S. Rep. No. 111-74, at 155-156 (2009).

## Scope and Methodology

- Scope
  - We examined DOD's FY11 CPC budget submission and related budget materials, including DOD's corrosion funding report and the Services' estimated requirements, for the CPC program element and line item managed by the Corrosion Office.
- Methodology
  - We obtained and analyzed DOD CPC budget and requirements data, as well as DOD's corrosion strategy, Service estimated requirements, and other pertinent documents.
  - We calculated the potential cost avoidance by projecting DOD's estimated ROI based on historical averages for unfunded projects to the unfunded requirements identified in DOD's FY11 corrosion report.
  - We interviewed officials at the Corrosion Office, as well as Service corrosion officials.

## Scope and Methodology (cont.)

- As in prior years, we did not independently validate DOD's CPC estimated requirements or the estimated ROI. Instead, we relied on data provided by the Corrosion Office after assessing the general reliability of the data by cross-checking with other data sets and interviewing the officials responsible for data collection. We found the data to be sufficient and reliable for the purposes of this report.
- We conducted this performance audit from January through April 2010 in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

## Summary

- To develop its CPC budget, the Corrosion Office adjusts the amount of the Service-estimated CPC requirements by a historical project acceptance rate and adds an estimated amount for DOD-wide CPC activities. This total is then adjusted to reflect departmental priorities and included in the annual budget submission.
- In its corrosion funding report, the Corrosion Office estimated that CPC requirements for FY11 totaled **\$47.0 million**, but the FY11 budget request identified **\$12.0 million** for CPC, including **\$8.8 million** for projects and **\$3.2 million** for activities. Therefore, DOD's estimated unfunded requirements based on the corrosion funding report were about **\$35.0 million**. However, due to historical discrepancies between estimated and actual project costs, the unfunded requirements could be overstated.
- Using DOD's estimated ROI, if the amounts identified in the FY11 budget request are funded, the potential cost avoidance would be **\$418 million**. By applying DOD's estimated ROI for unfunded projects to the unfunded requirements identified in the corrosion funding report, DOD may be missing an opportunity for additional cost avoidance totaling **\$1.4 billion** by not funding all of its estimated requirements.

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## **Objective 1: Process for Developing CPC Budget—Overview**

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- The Corrosion Office uses a multi-step process to develop the CPC budget. This process starts with the Services estimating their CPC project requirements. The Corrosion Office then adjusts these Service-provided preliminary project estimates by a historical acceptance rate for CPC projects and adds an estimated amount for Corrosion Office-funded, DOD-wide activities. This total is revised by OUSD(AT&L), based on funding priorities, to determine the estimated funding request for the budget.

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## Objective 1: Process for Developing CPC Budget—Estimating Requirements

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- In developing its FY11 CPC budget and the information for the related corrosion report, the Corrosion Office
    - asked the Services in September 2009 to estimate the total number of projects that would need funding in FY11 and the cost of these projects, which totaled **\$64.4 million**;
    - assumed, based on historical trends, that about **63 percent** of the total cost of the Service projects would be accepted for funding;
    - adjusted the \$64.4 million project cost estimate by the 63 percent to determine the total estimated requirements for CPC projects, which produced an estimate of **\$40.6 million** for FY11;
    - estimated an additional **\$6.4 million** for other non-project-related corrosion activities funded by the Corrosion Office, based on activities identified as necessary to execute the Corrosion Prevention and Mitigation Strategic Plan; and
    - added the \$40.6 million and the \$6.4 million for a ***total estimated CPC requirement of \$47.0 million.***
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## Objective 1: Process for Developing CPC Budget—Developing a Budget Estimate

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- According to Corrosion Office officials, they submitted a request for FY11 of **\$25 million** to OUSD(AT&L), which is less than the **\$47 million** identified requirement. Corrosion Office officials believe that an annual budget of approximately **\$25 million** would have been sufficient to meet most of the essential CPC projects and activities.
  - According to these officials, OUSD(AT&L) denied part of the \$25 million request as acceptable offsets within OUSD(AT&L) could not be identified.
    - According to DOD's corrosion funding report, global commitments, constrained budgets, and competing requirements preclude full funding of CPC requirements.
    - Officials from the Office of the Under Secretary of Defense (Comptroller) previously told us that program offices may consider ROI benefits in developing budget submissions; however, requirements for systems and Services, rather than ROI, drive funding levels in DOD's annual budget request.
  - The final amount requested in the FY11 budget for CPC was **\$12.0 million**, which Corrosion Office officials told us was determined by OUSD(AT&L) and is a slight increase to DOD's 6-year budget projections.
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## Objective 1: Process for Developing CPC Budget—Finalizing the Budget Estimate

- The **\$12.0 million<sup>5</sup>** requested for CPC in FY11 was requested by appropriation account:
  - **\$7.2 million** in the Operation and Maintenance account, and
  - **\$4.8 million** in the Research, Development, Test, and Evaluation account.
  - As a comparison, for FY10, requested CPC funding totaled **\$13.1 million**—\$8.2 million in the Operation and Maintenance account and \$4.9 million in the Research, Development, Test, and Evaluation account.
- This amount excludes funding that the Services contribute, which has averaged about **\$11.1 million** per year.

<sup>5</sup> The Corrosion Office FY11 funding report identified \$300,000 more (for a total of \$12.3 million) than that requested in the FY11 budget. Based on discussion with Corrosion Office officials, we corrected the funding report data to reflect a reduction of \$300,000 for corrosion activities.

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## Objective 2: Extent Budget Request Met Estimated CPC Requirements—Overview

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- In its corrosion funding report, the Corrosion Office estimated that CPC requirements for FY11 total **\$47.0 million**, but the FY11 budget request identified **\$12.0 million** for CPC. Therefore, DOD's estimated unfunded requirements are about **\$35.0 million**. However, due to historical discrepancies between estimated and actual project costs, the unfunded requirements could be overstated.

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## Objective 2: Extent Budget Request Met Estimated CPC Requirements—Funding Examples

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- Of the **\$12.0 million** identified in the FY11 budget request, Corrosion Office officials expect about **\$8.75 million** is to fund corrosion projects, and **\$3.25 million** is to fund corrosion activities.
  - Examples of specific corrosion prevention projects include
    - enhanced primers and top coatings for ship's tanks and voids,
    - CH-47D engine compressor blade erosion/corrosion coatings,
    - improved wash-down systems for the Marine Corps amphibious assault vehicles, and
    - structural health and corrosion degradation indices for bridges.
  - Activities may include such things as cost studies, training, and development and operation of the Corrosion Office's Web site. For FY11, the Corrosion Office estimated a funding shortfall of **\$3.2 million** for this category due to its increased efforts to provide training opportunities and enhance communications and outreach efforts.
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## **Objective 2: Extent Budget Request Met Estimated CPC Requirements—Funding Accepted Projects**

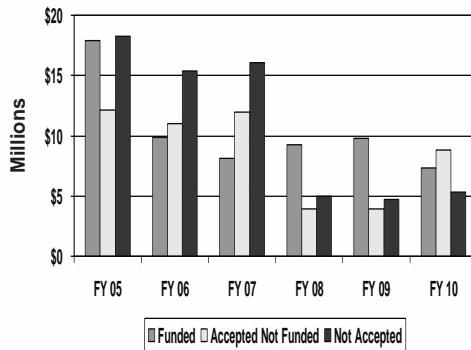
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- While the Services submitted their preliminary project estimates for FY11 in fall 2009, they will submit their actual project plans in summer 2010. This later submission will include detailed funding requests for each project.
- At that time, Corrosion Office officials will convene a panel of experts from OUSD(AT&L), the Joint Staff, and the Defense Acquisition University to review the project plans and decide which of those projects will actually be funded. The review includes:
  - determining which projects are acceptable based on criteria (such as ROI, mission criticality, or whether the project has a joint aspect) the Services address in their project submissions; and
  - ranking acceptable projects based on how well they meet the criteria.

## Objective 2: Extent Budget Request Met Estimated CPC Requirements—Historical Funding

- Figure 1 shows that total CPC funding for Service projects has decreased over time.
- Service corrosion officials explained that, as time went on, there were fewer projects that qualified for funding.
- Those officials also said that, starting in FY06, there was a \$500,000 limit on Corrosion Office funding for each project and thus the Services have been unable to obtain CPC funding for higher cost projects.

Figure 1: CPC Project Selection and Funding (FY05 through FY10)



Source: GAO analysis of DOD data.

## **Objective 2: Extent Budget Request Met Estimated CPC Requirements—Unfunded Requirements**

- As stated earlier, the Corrosion Office estimated that unfunded corrosion requirements total \$35.0 million for FY11. However, this unfunded corrosion requirement could be overstated.
  - In FY09 and FY10, the Services' preliminary estimates for project funding submitted in the fall were significantly higher than the amounts requested in actual project plans submitted for review in the summer. (See table 1.) Some examples follow.
    - In FY09, the estimated cost of accepted projects was \$28.5 million and the estimated budgeted amount was \$10.7 million, creating an estimated unfunded requirement of \$17.8 million.
    - However, in FY09, the actual cost of these projects was \$13.7 million and the actual amount budgeted was \$9.8 million, leaving an actual unfunded requirement of \$3.9 million.
    - FY10 showed similar differences between estimated and actual amounts.
  - If the preliminary estimates for project funding continue to significantly differ from actual project proposals, DOD may not be in a position to accurately report unfunded requirements in its annual budget reports to Congress.

## Objective 2: Extent Budget Request Met Estimated CPC Requirements—Estimated v. Actual

**Table 1: CPC Project Funding (FY09 through FY11)**

Dollars in millions

Fiscal year	Cost of all Service submitted projects		Cost of accepted projects (DOD requirements)		Amount budgeted		Unfunded requirement <sup>a</sup>	
	Estimated <sup>b</sup>	Actual	Estimated	Actual	Estimated	Actual	Estimated	Actual
2009	47.6	18.4	28.5	13.7	10.7	9.8	17.8	3.9
2010	35.8	21.5	21.5	16.1	9.5	7.3	12.0	8.8
2011	64.4	N/A	40.6	N/A	8.7	N/A	31.8	N/A

Source: GAO analysis of DOD data.

<sup>a</sup> Unfunded requirements are projects that are accepted but not funded and represent the difference between the “DOD requirements” column and the “Amount budgeted” column.

<sup>b</sup> The preliminary estimates for FY09 through FY11 were developed for DOD’s reports to Congress, pursuant to 10 USC § 2228(e). FY09 was the first year that the Corrosion Office estimated CPC requirements.

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## Objective 2: Extent Budget Request Met Estimated CPC Requirements—Service Contributions

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- In addition to CPC funding provided by the Corrosion Office, the Services provided an average of **\$11.1 million** per year in funds for corrosion projects for FY05 through FY10. (See table 2.)
- According to DOD Corrosion Office officials, these Service contributions do not reduce the estimated unfunded requirements for DOD's CPC.
- Service contributions for FY11 will be determined as part of DOD's project selection process in summer 2010.

**Table 2: Average Annual Service Contributions  
for CPC Projects (FY05 through FY10)**

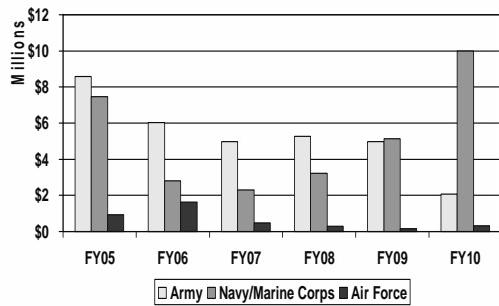
Service	Average
Air Force	\$ 636,000
Navy/Marine Corps	\$ 5,149,000
Army	\$ 5,321,000
<b>Total</b>	<b>\$11,107,000</b>

Source: GAO analysis of DOD data.

## Objective 2: Extent Budget Request Met Estimated CPC Requirements—Service Contributions

- Services' contributions to CPC projects vary widely. (See figure 2.)
- The Services may choose to fund CPC projects from their own appropriations.

Figure 2: Services' Contributions for CPC Projects (FY05 through FY10)



Source: GAO analysis of DOD data.

## **Objective 3: Potential Cost Avoidance and CPC Requirements—Overview**

- If DOD's estimated ROIs for projects and activities are accurate:
  - the **\$12.0 million** identified in the FY11 budget request, if approved, would result in a potential cost avoidance of approximately **\$418 million**; and
  - if all estimated unfunded requirements of **\$35.0 million** identified in the FY11 corrosion funding report were funded, the potential total cost avoidance would be approximately **\$1.4 billion**.

## Objective 3: Potential Cost Avoidance and CPC Requirements—ROI Estimation Process

- As part of the project selection process, the Corrosion Office requires that an ROI cost-benefit analysis be submitted with project plans.
  - The Services estimate ROI as the ratio of the present value of benefits to the present value of the project's total cost based on funding requested from DOD and the Service's contribution.
  - Corrosion Office guidance uses a **7 percent annual discount rate** by default to estimate the present value of benefits and costs. According to Corrosion Office officials, this is a conservative estimate to avoid overstating the ROI.
  - Submitted ROI analyses and estimated project savings vary by individual project and may span many years.
- Corrosion Office officials informed us that the Project Point of Contact in each Service estimates the ROI, and the Military Department Corrosion Executive approves the analyses submitted to DOD. However, the Military Department Corrosion Executives said that while they have not yet taken on this responsibility, they plan to do so in the future.

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## **Objective 3: Potential Cost Avoidance and CPC Requirements—Validation of ROI**

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- Corrosion Office officials said that in September 2009 they began to receive Service ROI status reports for corrosion projects funded in FY05, the first year CPC funds were provided. (According to these officials, projects are to be completed in a 2-year period. The Services then validate the ROI assumptions no later than 2 years after project implementation.)
  - The officials told us that they expect to begin analyzing these ROI status reports in summer 2010.
  - The Corrosion Office plans to use these reports to determine if previous years' ROI estimates were accurate.

## **Objective 3: Potential Cost Avoidance and CPC Requirements—Estimated Potential Cost Avoidance**

- Based on the 6-year average estimated ROI, the Corrosion Office projects an ROI of 47:1 for all accepted (both funded and unfunded) FY11 projects and 2:1 for activities.
- If DOD's estimated ROIs for projects and activities are accurate,
  - the **\$12.0 million** identified in the FY11 budget request, if approved, would result in a potential cost avoidance of approximately **\$418 million**.
- Based on historical averages, the Corrosion Office estimates an ROI of about 43:1 for accepted, but unfunded projects, and 2:1 for activities.
  - Using DOD's estimated ROI, the Corrosion Office's FY11 estimated unfunded requirements of **\$35.0 million**, would result in a potential cost avoidance for these requirements (projects and activities) of **\$1.4 billion**.

## **Views of Agency Officials**

To obtain agency views, we discussed a draft of the briefing with officials from the Corrosion Policy and Oversight Office and the Services.

They concurred with the facts presented and provided some clarifying comments that we have incorporated as appropriate.

## Future Work

- As requested in the Senate Appropriations Committee Report, we will continue to
  - Review selected corrosion control projects identified by DOD and the Services, at the field and headquarters levels, as well as DOD-wide activities that can be executed in the coming fiscal years;
  - Identify the methodology and process the Services use to forward candidate projects for funding consideration;
  - Determine why the Services' entire estimated requirements are not reflected in the overall DOD requirement.
- We plan to issue a report on these topics at a future date.

## **Related GAO Products**

*Defense Management: Observations on DOD's Fiscal Year 2010 Budget Request for Corrosion Prevention and Control.* GAO-09-732R. Washington, D.C.: June 1, 2009.

*Defense Management: Observations on DOD's Analysis of Options for Improving Corrosion Prevention and Control through Earlier Planning in the Requirements and Acquisition Processes.* GAO-09-694R. Washington, D.C.: May 29, 2009.

*Defense Management: Observations on DOD's FY 2009 Budget Request for Corrosion Prevention and Control.* GAO-08-663R. Washington, D.C.: April 15, 2008.

*Defense Management: High-Level Leadership Commitment and Actions Are Needed to Address Corrosion Issues.* GAO-07-618. Washington, D.C.: April 30, 2007.

*Defense Management: Additional Measures to Reduce Corrosion of Prepositioned Military Assets Could Achieve Cost Savings.* GAO-06-709. Washington, D.C.: June 14, 2006.

*Defense Management: Opportunities Exist to Improve Implementation of DOD's Long-Term Corrosion Strategy.* GAO-04-640. Washington, D.C.: June 23, 2004.

*Defense Management: Opportunities to Reduce Corrosion Costs and Increase Readiness.* GAO-03-753. Washington, D.C.: July 7, 2003.

*Defense Infrastructure: Changes in Funding Priorities and Strategic Planning Needed to Improve the Condition of Military Facilities.* GAO-03-274. Washington, D.C.: February 19, 2003.

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